



SUPERVISIONS

Volume 21 • Number 8

Serving the OCC since 1985

OCC Employees Volunteer to Refurbish D.C. Housing Unit

Hershel Lipow
Community Affairs

Saturday, June 10, 2006, was a very special day for a Washington, D.C. family who narrowly escaped a devastating fire that gutted their apartment and destroyed all of their possessions. That was the day they received the ceremonial key to a newly renovated transitional housing unit and a chance to rebuild their lives.

Comptroller **John Dugan**, his wife Beth, son Jack, and an enthusiastic band of OCC Headquarters staff and their family members were on hand to assist the family in preparing for occupancy the unit and two others in a new apartment complex. The OCC crew helped to paint, landscape, and clean up the property located in northeast Washington.

The units were being “rehabbed” as part of NeighborWorks Week 2006. NeighborWorks Week is an annual observance of NeighborWorks America® that brings together residents, business leaders, financial institutions, government officials, and volunteers in support of local community revitalization. Each year, thousands of deserving families across the nation benefit from the week’s activities of NeighborWorks America® affiliates. This is the sixth year OCC staff has participated in a NeighborWorks Week event.

NeighborWorks America®, formerly the Neighborhood Reinvestment Corporation, consists of a nationwide network of more than 245 local community organizations. Comptroller Dugan currently serves on the NeighborWorks America® Board of Directors with representatives from HUD and the other FIRREA financial regulatory agencies. His designee on the board is First Senior Deputy Comptroller and Chief Counsel **Julie L. Williams**.

The six-unit transitional housing com-



plex undergoing renovation is owned and managed by the Marshall Heights Community Development Organization, Inc., a 27-year-old nonprofit organization that serves Washington D.C.’s Ward 7. It has received national recognition for its commitment to community service and neighborhood revitalization.

Marshall Height’s transitional housing program combines affordable housing and human service programs to serve those who are homeless or at risk of being homeless and people who need additional support to become self-sufficient. These units were in disrepair before the Marshall Heights Com-



Comptroller John Dugan, Special Advisor for Community Affairs **Karen Bellesi**, and EIC for First Horizon National Corporation **Vernon Stafford** and his daughter **Danielle** lend a hand in painting three units at the Marshall Heights transitional housing complex in Washington, D.C., as part of the summer 2006 NeighborWorks Week event.

munity Development Organization reclaimed them.

Marshall Heights was one of the first partnerships in the country to use the CDC Tax Credit and Low Income Housing Tax Credits, the pilot program that led to the creation of the New Markets Tax Credit Program. National banks have invested in many of these projects using the OCC’s community development investment authority of Part 24, under which these banks can invest up to 10 percent of their capital in critically needed projects.

As part of the day’s events, the Mar-

Volunteer, continued on page 2



Now We Can!

Spreading the Word about Insulin Pumps Gives Diabetics Freedom to Control Their Lives

Rachel Y. Hernandez
Large Bank Supervision

“You can’t go through the metal detector wearing your pager!”

If I had a nickel for every time I heard that one at airport security, I’d be a rich woman and just show up at work to pester everybody (Oh, wait, I do that anyway....) I always politely explain that I am not wearing a pager, but an insulin pump, and it cannot be removed to go through security. It’s a part of me.

Insulin-pump therapy has changed my life. I was diagnosed with Type 1 (commonly known as juvenile) diabetes nearly 30 years ago at the age of 8. For 25 years I struggled to manage my disease with multiple insulin shots every day. And with the shots there were so many events that I constantly had to anticipate: timing an injection so I could eat at a dinner party, planning my exercise, and making sure I could manage my blood-sugar levels to get through a stressful travel day.

An insulin pump is a device that is infused into the body’s subcutaneous fat (as in the tummy) and sends a continuous delivery of insulin into the body. My doctor had been trying to convince me to switch to insulin-pump therapy for quite a while. I resisted the idea at first, but then I spoke to a friend with juvenile diabetes who wore an insulin pump and I took the information to heart. She said that she hadn’t realized how bad she felt until she went from multiple insulin injections to the insulin pump.

After Hours, continued on page 3



Comptroller Dugan extends his congratulations to the Marshall Heights Community Development Organization, Inc., during the June 2006 NeighborWorks America chartering ceremony and volunteer event.

shall Heights Community Development Organization was inducted as a chartered member of the NeighborWorks America® organization. These organizations undertake such important projects as financial literacy, rebuilding after disasters such as Hurricane Katrina, and foreclosure prevention nationwide. Marshall Heights joins MANNA, Inc. as the only other chartered NeighborWorks America®



organization located in the District of Columbia.

In recognizing Marshall Heights' many accomplishments, Comptroller Dugan said, "The OCC is especially proud of the fruitful and innovative partnerships that have been established with the national banks we supervise—partnerships that have generated millions of dollars in equity and debt financing to support so many of Marshall Heights' projects."



The OCC's Director for Program Analysis **Tom Melo** (below, front left) and daughter Rachel join Community Development Director **Matt Quigley** (above, front left) and NeighborWorks America's CEO Ken Wade and other volunteers in preparing beds for flowers and landscaping.



D.C. resident Wanda Ford and her children receive a ceremonial key to their new home from (left to right) Mid-Atlantic District Director of NeighborWorks America, Tim Adams; Chief Executive Officer of NeighborWorks America, Ken Wade; Comptroller John Dugan; Chairman of the Marshall Heights Community Development Organization (MHCDO), Inc. Board, Richard Hamilton; and MHCDO President and CEO, Carrie Thornhill.



SuperVisions

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My major concern was the size of the pump. I remember seeing other diabetic children in the late 1970s and early 1980s who wore pumps that were the size of a brick. I was also afraid because I felt that using a pump meant the disease had defeated me and this would be my last resort to keep me healthy and prevent such severe complications as blindness, kidney failure, coronary heart disease, and, ultimately, death. I was concerned that it would be hard to operate and that people would notice it.

But I was also tired of constantly worrying about low blood sugars at inopportune times—like in the middle of board meetings (yes, that had happened to me before). So five years ago I made the switch, and after about three hours of using the pump, I wondered why I hadn't done it sooner! The pump has truly changed my life, and I've never felt healthier. I'm able to maintain better blood-sugar levels, and my doctor tells me it has even stabilized the loss of sight I was beginning to experience in my left eye.

The pump has made my life easier and more flexible. Instead of taking five insulin shots a day, I now infuse the pump once every three days. Now I can time my insulin if I know I'm going to exercise, have a big meal, travel—just about anything. On several occasions I've even forgotten that I'm wearing the pump! Overall, I am more confident in life.

When I made the decision to go on the pump in February 2001, I was an examiner assigned to the Longview, Texas, Field Office. One of the local hospitals sponsored a pump-therapy support supper club. We met once a month at different restaurants. I genuinely looked forward to these events—as they were an opportunity to meet other juvenile diabetics who were using the pump and to share our experiences.

There were many days that I felt as if I was the only diabetic in the world and that no one could understand what I was going through. No one could feel this sick, tired, weak, and scared of developing complications, I thought. The supper clubs gave us an opportunity to be outside of a hospital setting, relax, learn enhanced pump setting techniques, and realize that we are not battling this disease alone. On several occasions, diabetics taking multiple injections daily attended the supper club events, and we eventually convinced them to convert to insulin-pump therapy as well.

The supper club events weren't just for the diabetic patients; they were



Rachel Hernandez shows off an insulin pump with supper club patron, Buddy.

meant to involve the patients' support teams (e.g., spouses, kids, parents, significant others) as well. It is extremely important that a diabetic's family, friends, and co-workers understand the nuances of this disease and get involved in the management of the disease, especially in

cases of extreme high or low blood sugar episodes in which a diabetic may not be able to respond or communicate.

About two and a half years ago I transferred to the Charlotte Field Office and eventually into the Char-



Newest insulin-pump supper club member, Abby, shows off her pump.

lotte Large Bank Supervision office. Upon my move to Charlotte, I immediately got acquainted with an endocrinologist, an eye doctor, and a cardiologist. But when I asked the diabetic specialists about insulin-pump support groups, I got no response. Charlotte and the surrounding county have a population of about a million, but amazingly there were no organized diabetic pump support clubs.

So I decided to establish a pump support group/supper club. The first Charlotte-based Diabetic Supper Club meeting was held in March of this year with a robust turnout. We have had monthly supper club meetings since, and new people continue to attend and inquire about these events. We use the meetings to learn about advanced pump-therapy techniques, to share our experiences with one another, and most importantly, to eat.

My goal in starting the monthly meetings was to create an environment in which people suffering from juvenile diabetes could share their experiences and concerns and enhance their ability to care for themselves and live normal, happy, healthy, and prolonged lives—free of diabetic complications. And even after just a few months, I am already achieving that goal.

At the first supper club event, the mother of an 11-year-old boy diagnosed with diabetes a year ago thanked me for initiating these meetings. Being the only diabetic in his school, he hadn't known any other kids with diabetes until he attended the dinner. At one point in the evening, I whipped out my glucometer and proceeded to perform a blood-glucose test right there at the dinner table. The boy looked at his mother and said, "Mom, that is so cool. She is testing her blood at the table and isn't even embarrassed. Is it OK if I test my blood now too?"

And then there is my friend who participates in the supper club events and who had been on an outdated insulin pump. Last January, I encouraged her to switch to a newer pump. Later she sent me an e-mail to thank me for helping her get on the new pump. Her sister had recently died at age 43 from severe complications from juvenile diabetes. My friend was grateful that I had helped her make such a significant change that had improved the quality of her life. As she put it, "That is one great decision I made this year—all because of YOU!"

SuperVisions asked Rachel Hernandez to answer some general questions regarding insulin pumps and pump therapy.

SV: Can all diabetics use insulin pump therapy?

RH: No, insulin pump therapy may not be right for all diabetics. People suffering from adult onset (Type II) diabetes still produce insulin and need to control their disease with diet, exercise, and oral insulin producing stimulants. And many juvenile diabetics are able to control their diabetes with multiple injections and are less insulin resistant. Finally, some people may not have the ability or capacity to use the pump, or they don't understand the nuances of their disease.

SV: Should you consult your doctor if you are considering switching to a pump? Do you need a prescription for a pump?

RH: Yes. In addition, you must have an endocrinologist who can help you with the pump therapy process. The endocrinologist will talk with the pump company to get the pump, supplies, and insulin prescribed to you. He or she will determine the insulin sensitivity and insulin-to-carbohydrate ratios that will be programmed into the pump.

SV: Are insulin pumps covered by most health insurance policies?

RH: Most health insurance policies do not fully pay for the pump. However, my federal government health insurance plan covers 100% of my pump and 90% of my supplies. I get my insulin through mail order. I have learned through other diabetics at my supper club meetings that their insurance plans may pay for only one fourth or one half of the cost of the pump. Most pumps cost about \$6,000.

SV: What should you look for when buying a pump?

RH: Ease of the controls and buttons; ability to customize the screens; waterproof or water resistant units; ability to customize insulin bolus wizards to accurately adjust by grams of carbohydrates or units of insulin; correction bolus to accurately adjust for high blood sugar levels; blood glucose test alerts to remind you to check your blood sugar; ability to transmit blood sugar reading from the glucometer to the pump. You should also look for a pump that is easy to insert. You must infuse the pump every three days or the body thinks the tubing in the infusion site is a foreign object and will begin to reject the site. There are several different types of infusion kits. Try to find one that is comfortable for you.

SV: Where can you get additional information about insulin pumps?

RH: There are several Web sites on the Internet where you can get additional information about insulin pumps. The Medtronic site: www.medtronicminimed.com is an excellent site and has information regarding insulin pump therapy and product information, as well as help and support.

SV: If someone is considering establishing a supper club support group, how should they go about doing it? Can they contact you for information?

RH: I would love to help someone establish a supper club in his or her location. Anyone interested in setting up a supper club should talk to the endocrinology department at a local hospital and get the name of the diabetic specialist the hospital uses. Contact the diabetic specialist (usually an RN or dietitian) and see if they are interested in being a partner in this. The specialist could speak for 15 minutes or so during the supper club meeting on different topics, such as advanced pump therapy techniques, counting carbohydrates, changing infusion sites on the body, and handling sick days with the pump.

Seminar Review

Of Angels, Supervisors, and Markets

Daniel E. Nolle
International and Economic Affairs

While bank supervisors no doubt implore the heavens on occasion, few people speak of bank supervisors and angels in the same breath. But that's exactly what Gerard Caprio Jr., Professor of Economics at Williams College and former Head of Financial Sector Research at the World Bank, did at a recent seminar in Headquarters when he discussed key conclusions from his new book *Rethinking Bank Regulation: Till Angels Govern*. The book, coauthored with James R. Barth of Auburn University (and a former OCC Visiting Scholar) and Ross Levine of Brown University, has received a good deal of attention recently in the business press.

During the seminar, Caprio explained that he and his coauthors were motivated by doubts about how solid the "lessons learned" from the global banking crises of the 1990s really were. In particular, they wondered whether well-known "best practices" and "core principles" for banking and supervision were as useful and applicable to banking systems across the globe as many assumed.

Under the auspices of the World Bank, they administered to regulatory officials in more than 150 countries two surveys on banking and bank supervision in 1999 and 2003. Their analysis of the resulting massive data set yielded this basic conclusion: a too-heavy reliance on bank supervision might be doing more harm than good in many countries. According to Caprio, a major policy implication of this conclusion is that many governments may wish to put more emphasis on Basel II's third pillar, market discipline, rather than on its second pillar, beefed up supervisory powers.

Which supervisory system characteristics foster a healthy banking system?

Applying econometric analysis to their data, Caprio and colleagues found support for what they termed the "private interest approach" to bank supervision and regulation. That approach advocates effective information disclosure rules and contract enforcement systems. These enable private investors to exert sound corporate governance over

"We must have an effective system of checks and balances to ensure that governmental processes, including regulation and supervision, operate honestly and effectively."

banks, with positive ramifications on bank operations.

The authors identified the following statistical regularities:

- Bank regulations and supervisory practices that force banks to disclose accurate information to the public tend to boost the development of the banking system, as measured by the ratio of credit extended to private firms-to-Gross Domestic Product.
- Such practices also increase the efficiency of bank intermediation, as measured by lower net interest margins and bank overhead costs. They also reduce corruption in lending.
- Foreign bank presence tends to enhance banking system development and banking efficiency.

Their analysis also identified what doesn't work:

- Raising capital requirements does not decrease the likelihood that a banking system will experience a banking crisis.
- Raising capital requirements has no impact on the development of an efficient private sector banking system.
- The more generous the deposit insurance system, the more likely a banking crisis; the existence of deposit insurance tends to heighten "moral hazard" behavior by banks because depositors are less likely to monitor bank performance.
- Government ownership of banks tends to retard banking system development and efficiency.
- Strengthening supervision has

a neutral or negative impact on banking development, bank efficiency, and the likelihood of a banking crisis.

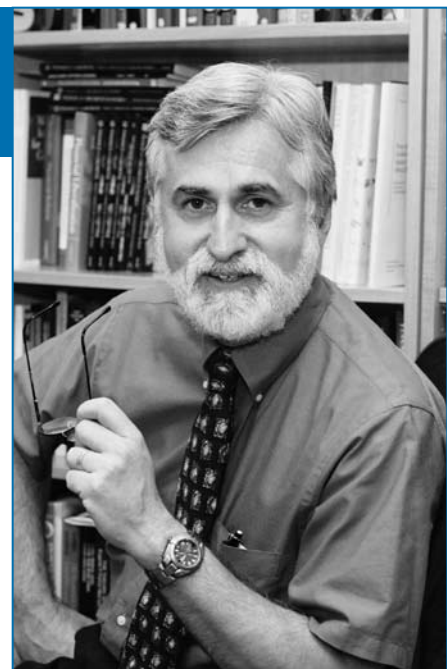
On this last point, Caprio and his colleagues reason that, because corruption in bank lending tends to be higher in countries with stronger supervisors—except where there are also strong legal and political systems—stronger supervisory powers in countries with weak governance may give corrupt officials more chance to enrich themselves, and in the process, undermine the financial system.

So where do the "angels" come in? Caprio initially seemed to take a roundabout route to answering this question by quoting a passage by James Madison in the *Federalist Papers* about a fundamental dilemma facing all systems of government:

If men were angels, no government would be necessary. If angels were to govern men, neither external nor internal controls would be necessary. In framing a government which is to be administered by men over men, the great difficulty lies in this: you must first enable the government to control the governed; and in the next place oblige it to control itself.

Subsequently, Caprio explained that this idea precisely encapsulates the key message of his research. Because we are neither angels nor governed by angels, we must have an effective system of checks and balances to ensure that governmental processes, including regulation and supervision, operate honestly and effectively. But it is unrealistic to think that the many countries lacking an effective system of checks and balances are likely to install one in short order. Under such circum-

"Bank regulations and supervisory practices that force banks to disclose accurate information to the public tend to boost the development of the banking system. . ."



Gerard Caprio, seminar speaker and co-author of *Rethinking Bank Regulation: Till Angels Govern*

stances, a reasonable alternative is to rely on policies that emphasize market discipline—that is, that let private interests reward banks that do a good job and withhold business from those that do not.

For market monitoring and market discipline to work, market participants must have adequate access to information. In systems in which disclosure of information has traditionally been opaque, it will be difficult to encourage financial companies to change their practices. In addition, Caprio recognized, reforms—particularly those centering on less government ownership of banking—will be difficult. Even in a situation in which government officials are properly motivated, the odds of reforming the legal system rapidly and training, equipping, and mobilizing adequate supervisory resources are likely to be very long.

Caprio's broad conclusions about less reliance on supervisory oversight seem at odds with fundamental supervisory principles and practices in the U.S. He took pains to stress that for the "top 10" countries, with long-standing and sound legal and regulatory systems, greater trust in supervisory oversight is justified. Still, he emphasized that his research was aimed at the vast majority of the world's banking systems, which do not fall into the financially well-developed category.

Even so, one can draw from Caprio's research at least two direct implications for the OCC. First, the strong evidence that foreign banks can be beneficial for countries with poorly functioning banking systems means that our large national banks, all of which have a multinational presence, serve an economic role beyond just credit extension in less developed countries where they operate.

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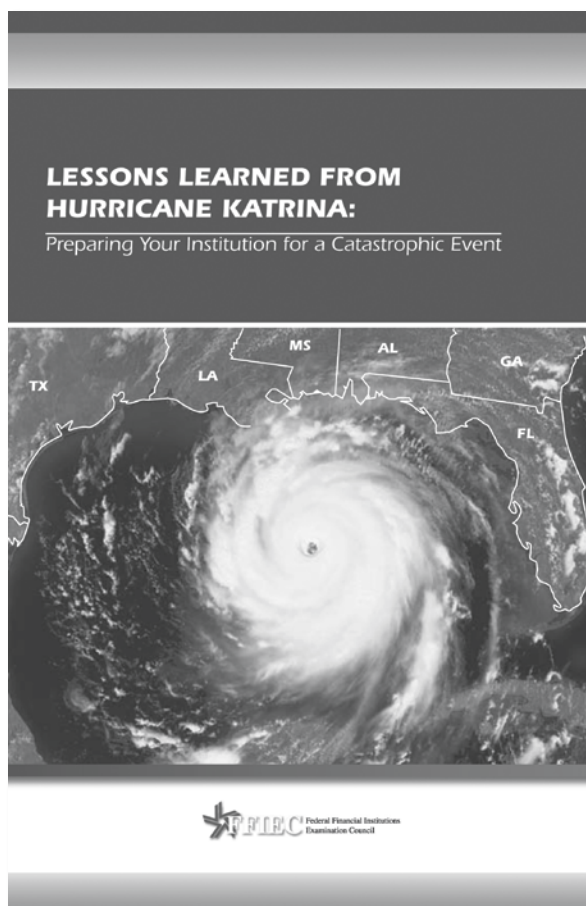
FFIEC and Banking Regulators Publish Advice on Disaster Preparation

Rebecca Fiorito
Communications

Hurricane Katrina, one of the most destructive and costliest natural disasters in the history of the United States, greatly challenged the operation of the Gulf Region's banking industry. In response to this disaster, the FFIEC and banking regulators have published "**Lessons Learned from Hurricane Katrina: Preparing Your Institution for a Catastrophic Event.**"

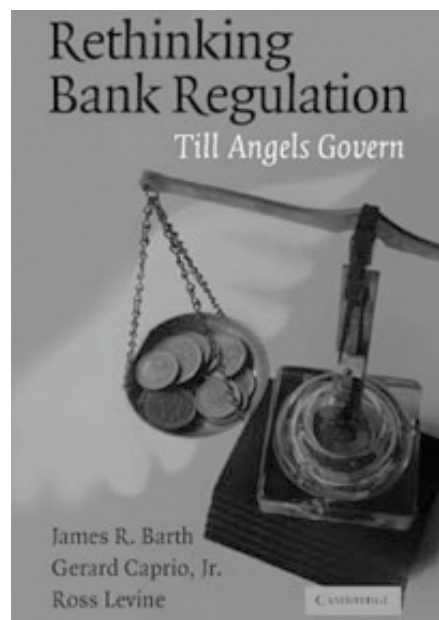
The booklet asserts that the ways banking institutions improvised and adapted in response to Hurricane Katrina serves as a helpful guide towards greater awareness of the readiness an institution must have for responding to catastrophic events. The publication encourages financial institutions to prepare for hardships such as communication outages, unreliable transportation, lack of electrical power, destroyed facilities, inaccessible ATMs, and interrupted mail service. It also presents tips such as practicing thorough and realistic disaster drills, anticipating commu-

nication disruptions for prolonged periods, preparing for alternate transportation methods and facilities, and seeking help from recovery programs and agencies. Through greater awareness, "Lessons Learned" can help financial institutions become more prepared for the devastation an unknown natural disaster could have on an uninformed organization. This booklet can be accessed online at <http://www.fdic.gov/regulations/resources/lessons/index.html>.



Seminar Review, continued from page 4

That is a perspective worthwhile for them—and us—to keep in mind.



Second, as Basel II unfolds, banks and supervisors will adjust practices and policies in response to new events and new knowledge. In that process, it may be worthwhile to bear in mind Caprio's questions about how widely applicable Basel II's principles are, or should be expected to be, for financially less-developed countries.

[Editor's Note: The OCC library has purchased a copy of *Rethinking Bank Regulation: Till Angels Govern*, by James R. Barth, Gerard Caprio, Jr., and Ross Levine, Cambridge University Press (2006). Much of the data used by the authors is available on the World Bank Web site.]

Jaedicke Testifies before the House to Discuss BSA's Impact on Money Services Businesses

Rebecca Fiorito
Communications

Deputy Comptroller for Compliance Policy **Ann Jaedicke** testified, on June 21, before the House Subcommittee on Financial Institutions and Consumer Credit, regarding the impact of the Bank Secrecy Act (BSA) on Money Services Businesses (MSBs). Jaedicke discussed the role of the OCC and its continual relationship with MSB industries as well as the agency's communication and training efforts to better understand and address MSB issues. She affirmed that reasons for MSBs' decreasing banking services stem from many complex factors including costs to maintain MSB accounts, banks' concerns about law enforcement, and regulatory scrutiny.

Some points Jaedicke highlighted about MSB issues were that the OCC does not supervise MSBs specifically, nor does OCC or the BSA require "banking associations to serve as the *de facto* regulator of the MSB industry." She further stated that the OCC does not instruct any national bank to close the accounts of an MSB or any other customer, absent extraordinary circumstances that generally involve an enforcement action. Jaedicke reaffirmed that access of MSBs to banking services advances important objectives, when that access is consistent with anti-money laundering laws and regulations. In her testimony, Jaedicke stated that she would re-

examine MSB issues with FFIEC's guidance, after a FinCEN advance notice of proposed rulemaking regarding MSBs expires. Ann Jaedicke's complete testimony can be found at <http://www.occ.gov/ftp/release/2006-76a.pdf>.

What are MSBs?

"Money services business" is an umbrella term encompassing many different types of financial service providers. MSBs are defined broadly in the Bank Secrecy Act (BSA) regulations to include:

1. Currency dealers or exchangers;
2. Check cashers;
3. Issuers of traveler's checks, money orders or stored value;
4. Sellers or redeemers of traveler's checks, money orders, or stored value; and
5. Money transmitters.



Ann Jaedicke (circled) testifies before the House Subcommittee on Financial Institutions and Consumer Credit.

Treasury Selects Arevalo as COTR of the Year

Roya Zarrinnahad
Communications

National Bank Examiner **Maria Arevalo** has been named U.S. Department of the Treasury's Program Manager of the Year for 2005, for her work as the Contracting Officer's Technical Representative (COTR) for the OCC's audit contract. The award came as a surprise, said Arevalo, who has served for the last two years as COTR for the financial statement audit conducted by the firm Gardine, Kamy & Associates. As a COTR, Arevalo's primary role is to provide technical guidance to the contracting officer and to monitor contract performance, while maintaining "an arm's-length relationship" with the contractor. Arevalo was



Maria Arevalo

nominated—as mentioned in her candidate application—for her "outstanding job of keeping deliverables on track and assisting the contractor and government throughout the audit process."

CARE Honors 2005 Awards Recipients

Sandra Tarpinian
Communications

At a recent luncheon held at OCC Headquarters, CARE Executive Sponsor **Sam Golden** and President **Oscar Harvey** presented the 2005 CARE Awards to **Glenda Cross**, Senior Advisor for External Outreach and Minority Affairs, and **Dian Brown**, National Bank Examiner for Large Bank Supervision.

Cross received the CARE Member of the Year Award in recognition of her contributions to the CARE mission, the OCC, and her community. Highlighted were Cross's development, implementation, and monitoring of the diversity management initiatives that presently exist within the OCC and her bringing in nationally recognized speakers for the agency's Black History Month celebrations.

Brown was honored with the CARE Albert Wornum, Jr. Award for Leadership, an award given to an OCC employee who demonstrates the strong leadership, dedication, and sense of humor that defined the late Al Wornum Jr., a founding CARE member and in whose memory the award is given. Noted were Brown's



CARE Executive Sponsor Sam Golden (middle) congratulates Dian Brown (left), recipient of the 2005 CARE Albert Wornum, Jr. Award for Leadership, and Glenda Cross (right), CARE Member of the Year Award winner.

help with the launch of the Large Bank Apprentice Program and her service as an EEO Counselor, as well as the volunteer work she has done with her church and hurricane relief efforts.

Although the awards were presented in 2006, they recognize the contributions made by the recipients during 2005. Mrs. Rochelle Wornum and Justin Dubose, wife and son of Albert Wornum Jr., attended the awards luncheon this year to honor the recipients.

2006 GLOBE Events Highlight Family and Giving

Rebecca Fiorito
Communications

To celebrate Gay and Lesbian Pride Month, GLOBE sponsored two events at the OCC in June: a book drive and lecture. Throughout the month, employees donated thousands of new and used books to benefit the libraries in New Orleans that were devastated by Hurricane Katrina. At a June 15 lecture titled, "And Baby Makes 3: A GLOBE Member's Journey

to Adoption," OCC Counsel **Lee Walzer** discussed his personal experience of adopting a baby, as well as the "how to's" involved in the process of adoption. Speaking on the challenges he faced when adopting a baby from another country, Walzer said, "Not too many countries permit single men to adopt [because] the idea of men being caregivers to a child is deemed, at best, rather eccentric."



GLOBE members Neil Robinson and Lee Walzer take inventory of the many books donated by OCC employees to benefit libraries in New Orleans.



Adventures of a First-Time Owner

Elizabeth Khalil
Community and Consumer Law

Editor's Note: In this final installment, Khalil finishes chronicling her adventures in the house-hunting world for SuperVisions. Check out the October 2005 and February and May 2006 issues for previous articles in this series.

So far, condo ownership has been fun. The first few months, anyway.

I'm happy to report that I've made it through three cycles of mortgage payments and condo fees and lived to tell the tale. I haven't had to skip meals. I haven't had to solicit rich patrons for whom I could write commemorative poems (though if any rich patrons are reading this, just imagine the delights of hearing "An Ode On the Occasion of [Your Name Here]'s Birthday").

Next comes all the fun stuff — now that I've gotten through the tough part, including the part I always hate: moving.

The Big Move

I had approached the choice of moving companies scientifically. I searched my neighborhood list-serv and read every single message containing the word "movers" or "moving." I took the hundreds of results and plotted them out on a regression chart—well, everything short of that.

I chose a company with only positive results except for one complaint about the handling of an antique clock. I didn't have anything so delicate, but to be safe, I packed up everything in no fewer than 500 layers of bubble wrap. If you'd thrown my china plates on the floor, they'd have bounced.

My obsessiveness over all this seemingly paid off; the movers were efficient, coming in under the estimated price, and nothing got broken.

I had already moved some items myself, little by little, into the new place or into my office as a waystation. That was a seemingly good system, except that I haven't yet managed to move out everything from my office to my home. Consequently, there is a collection behind my desk that includes a framed *H.M.S. Pinafore* poster from the University of Michigan Gilbert and Sullivan Society; Christmas ornaments; and a shopping bag full of Beanie Babies. It might actually be useful to keep some of it here; you never know when a production of



As this issue went to press, Khalil put together an art installation for the wall space above her TV.

H.M.S. Pinafore might break out here at Headquarters.

The Decorating Phase

Since I've finished unpacking, I've been deep in decorating mode. I've been rearranging my furnishings 10,000 times in search of that ideal layout, in which the sun, moon, stars and my coffee table align the right way for a sense of harmony.

However, there always seems to be something out there that holds the promise of making my living space

that much closer to Perfect. One day it's cowhide pillows stamped with a zebra print; the next it's a portrait of Richard Nixon on black velvet. Don't worry—I didn't buy all of these (the latter idea particularly alarmed my parents), but they're fun to think about.

I never know when these inspired design ideas will hit me. Often it's at inconvenient moments, like times I should be in bed. Sometimes I have to tell myself to just go to sleep, because things that seem like a good idea after midnight often lose

their appeal in the morning—for instance, one night around one a.m., the walls of my home office seemed like a perfect canvas on which to paint the entirety of T.S. Eliot's *The Waste Land*.

I had other ideas, too, requiring more substantial time and effort and probably contractors: an upstairs-downstairs intercom system, or commercial-grade toilets with industrial-strength flushing power.

It has also been tempting to pick up my beloved drill and go crazy. I had drilled and toggle-bolted my way through my old apartment with abandon, but here the walls are freshly painted and smooth, and I hate to mess them up. So far, I've satisfied the power-tool urge by using the drill's screwdriver attachments to speed up the assembly of anything and everything—bookshelves, picture frames, you name it. If it takes 20 seconds to screw in by hand, it takes about .002 seconds with power. It's a delightful feeling.

Sustaining the Effort

All this decorating and home improving makes one hungry, and one of the benefits of a brand-new condo is the brand-new kitchen. I admit, however, that I haven't made full use of it. I live just steps from many great restaurants, so when faced with the option of cooking something myself or leaving it to the experts, I choose what makes the most sense.

Thus, Elizabeth Khalil's Recipe for Crab Cakes:

- Call Legal Sea Foods
- Order crab cakes
- Go pick them up

Serves 1.

(Or as many as you want, depending on how many you order.)

One day I really will start cooking, though. Right now I have my eye on a Le Creuset tagine in "Kiwi," a lovely light green. I'm not sure when I'll start making authentic Moroccan cuisine, but in the meantime, it'll go perfectly with my color scheme.

So for now, I'm just enjoying the fruits of a year of off-and-on searching and worrying. I'm as glad as anyone that this part of the story had a happy ending, and I'm looking forward to the chapters ahead.

And if anyone out there needs bubble wrap, give me a call.

TIPS FOR MOVING INTO YOUR NEW HOME

DO solicit detailed recommendations for movers, and describe your possessions in as much detail as possible to get a more accurate price quote.

DO search the Web for home-furnishing bargains. You never know when someone will need to get rid of a finely crafted bookcase at a deep discount.

DON'T assume a professional interior decorator will be too expensive. Many will work by the hour for limited purposes, like color choice and placement of your existing furniture. I used a designer recommended by an OCC colleague for exactly this purpose.

DO put down that drill until your heart has resumed a normal pulse.

They Went That-A-Way



Joseph Bielawa

Travis Nelson
OCC Alumnus

Joseph Bielawa served as an attorney in the OCC's Law Department, from 1986 through 1994. Bielawa began his OCC career at Headquarters in the Enforcement and Compliance Division, before transferring to the Northeastern District Office in Manhattan. He also served rotations in the Central and Southeastern District Offices.

Bielawa left the OCC in 1994 to accept a position with NatWest Bancorp, located in Jersey City, New Jersey. After two years at NatWest, he left for his current position as Vice President and Assistant General Counsel at Chase Manhattan Bank, now JPMorgan Chase. His primary responsibilities include advising on the applicability of federal and state banking laws to JPMorgan Chase's

domestic and foreign banking operations. He said one of his greatest career accomplishments at JPMorgan Chase was "to help bring Chase to the national banking system."

Outside of the office, Bielawa—who lives in Manhattan—enjoys running, traveling, sampling cuisine from an endless number of New York City restaurants, and cooking for family and friends. He describes himself as a "seasoned junk shopper" who is always willing to act as a "finder" for friends looking for that hard-to-find item.

About his OCC career, Bielawa said, "The OCC was a great place to work. I had the opportunity to work at OCC Headquarters and in district offices, field offices and duty stations across the country. Everywhere, I found talented and great people, and I continue to value the

relationships I made while there. It is a continuing pleasure to get to work with many former colleagues who are always pleasant, helpful, and responsive—even when they know I am not calling to just say 'hello'."

Bielawa said if he were Comptroller for a day, he would "try to convince the Fed that the OCC—and not the Fed—should be primarily responsible for approving and overseeing a national bank's foreign banking activities."

Joe Bielawa's e-mail address is joseph.bielawa@chase.com.

Have any news you want to share with other OCC alumni? Contact: Travis Nelson at (202) 639-7030 or travis.nelson@friedfrank.com.

August/September 2006 Classes

Situational Leadership	(Dallas Learning Center)	August 1-2
Consumer Compliance: Basic	(Dallas Learning Center)	August 7-11
Instructor Training (FFIEC)	(Washington Learning Center)	August 7-11
Effective Listening and Memory Development	(Dallas Learning Center)	August 8-9
Accounting for Examiners	(Chicago Learning Center)	August 8-10
Community Financial Institutions Lending Forum (FFIEC)	(Washington Learning Center)	August 8-11
Applying the Basics of Credit RM II (Analytical Framework/CF)	(Washington Learning Center)	August 8-11
Anti-Money Laundering for FBOs	(Washington Learning Center)	August 14-18
International Banking School (FFIEC)	(Washington Learning Center)	August 14-18
Leadership Skills for Administrative Professionals	(Dallas Learning Center)	August 15-16
Applying the Basics of Credit RM I	(Dallas Learning Center)	August 15-17
Information Technology Conference (FFIEC)	(Washington Learning Center)	August 21-23
Asset Management Fundamentals	(Dallas Learning Center)	August 21-25
Anticipating, Planning and Managing Change	(Washington Learning Center)	August 22
Pre-Retirement Planning	(Washington Learning Center)	August 22-24
Advanced Cash Flow Concepts and Analysis: Beyond the Numbers (FFIEC)	(Washington Learning Center)	August 28-September 1
Fraud Identification Training Online (FFIEC)	(Washington Learning Center)	August 28-September 29
Thinking Outside the Lines	(Chicago Learning Center)	August 29
Applying the Basics of Credit RM I	(Washington Learning Center)	August 29-31
Getting Along w/Anyone, Anytime, Anywhere	(Chicago Learning Center)	September 5
Lead Investigations Specialists Workshop (FFIEC)	(Washington Learning Center)	September 11-15
Cash Flow Construction and Analysis (FFIEC)	(Washington Learning Center)	September 12-14
Leading Change	(Washington Learning Center)	September 12-14
Applying the Basics of Credit RM I	(Chicago Learning Center)	September 12-14
Consumer Compliance: Basic	(Chicago Learning Center)	September 18-22
Applying the Basics of Credit RM I	(Dallas Learning Center)	September 19-21
Advanced Commercial Credit Analysis (FFIEC)	(Washington Learning Center)	September 19-22
Portfolio Manager Techniques	Chicago Learning Center)	September 25-29

OCC LENGTH OF SERVICE AWARDS

Rita Hall, Workforce Effectiveness

JULY 2006

35 YEARS

Holloway Coats Jr.+
Alfred T. Mitchell+
Marilyn Quinones+

30 YEARS

Randal J. Gorman**
Edward M. Horner Jr.**
Walter Lee Lawrence+
William Macek**
Roy C. Madsen+
Melanie A. Smith**

25 YEARS

Brenda F. Curry**
Jerome L. Edelstein+
Rita C. Hall*
Donna A. Hornig**
Howard Ratner**

20 YEARS

Anita K. Albright+
Jay E. Branger+
Thomas E. Carnahan+
Linda K. Furda**
Michael D. King+
Elizabeth J. Kirby+
Sonita Lavonne Rhodes Jackson+

15 YEARS

Brian M. Cassidy*
Mark E. Cleveland**
Bernard H. Colebrook*

- ** Both OCC and Federal Length of Service
- * OCC Length of Service Only
- + Federal Length of Service Only

Daniel E. Davis*
Aimee M. Echols**
Richard J. Fennell**
Karen R. Furst**
James M. Gallagher+
Kevin J. Greenfield**
Willia Habersham Ware**
John R. Jacob*
Jon Mitchell Horsley+
David Bruce Morehouse+
Michael D. Parr**
Rick D. Progar**
Steven Douglas Scott+
Tracey R. Van Dommelen+
James F. Vivenzio**
Kelley R. Wilhelm**

10 YEARS

Gregory C. Golembe*
David E. Paulsen+

5 YEARS

Aaron M. Brown*
Darrin J. Brungardt**
Joyce Byrd Cofield+
Kathleen O. Cress**
J. Michael Dulin**
Diane Y. Hipkins Duncan**
Jeffrey J. Ketelhut*
Manisha Sharma+
Raymond L. Squitieri*
Towanda Copper Stanley*

OCC LENGTH OF SERVICE AWARDS

Rita Hall, Workforce Effectiveness

AUGUST 2006

40 YEARS

Raymond M. Thomas+

35 YEARS

Pamela F. Douglas+

30 YEARS

Barrett Aldemeyer+
Ronald P. Algier**
Burwell L. Carmichael+
Deborah A. Fussell**
Timothy W. Greenway**
Norbert O. Hanson Jr.**
Randy J. Hulsey**
Dennis R. Lenz**
George R. McFarlin+
Michael G. Sullivan**
Steven C. Toler**
Mattie Elizabeth Trice**

25 YEARS

Patricia Curtin+
Margaret Anne Elkins**
Rebecca Diane Feeney*
Wilbur L. Hundley*
Deborah P. Newton+
Robert E. Piepergerdes**
Teresa M. Spain**

20 YEARS

Bela Agarwalla**
Kevin Joseph Bailey**

15 YEARS

Carol J. Davison*
James L. FioRito+
William O. Floyd Jr.*
Michele Marroso Meyer+
Letty A. Shapiro**
Christina Nadia Trojan Masnyk*
Gary W. Whalen**

10 YEARS

Jennifer E. Hales+
Kevin M. Linden+

5 YEARS

Roxann Scott Brewer*
Erika Fermin**
Ibra T. Nelson III*

- ** Both OCC and Federal Length of Service
- * OCC Length of Service Only
- + Federal Length of Service Only

Listing of Retirees

May 2, 2006 – June 1, 2006

Name	Length of Service (Government)	Length of Service (OCC)	Separation Date
Thomas W. Simpson	35.2	31.4	05/13/2006

Upcoming Community Bank Director Workshops

September 2006

September 21	Compliance Risk Workshop – Albany, New York
September 26	Compliance Risk Workshop – San Antonio, Texas

October 2006

October 24	Compliance Risk Workshop – Orlando, Florida
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November 2006

November 7	Credit Risk Workshop – Memphis, Tennessee
November 14	Credit Risk Workshop – New Orleans, Louisiana
November 15	Compliance Risk Workshop – New Orleans, Louisiana



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